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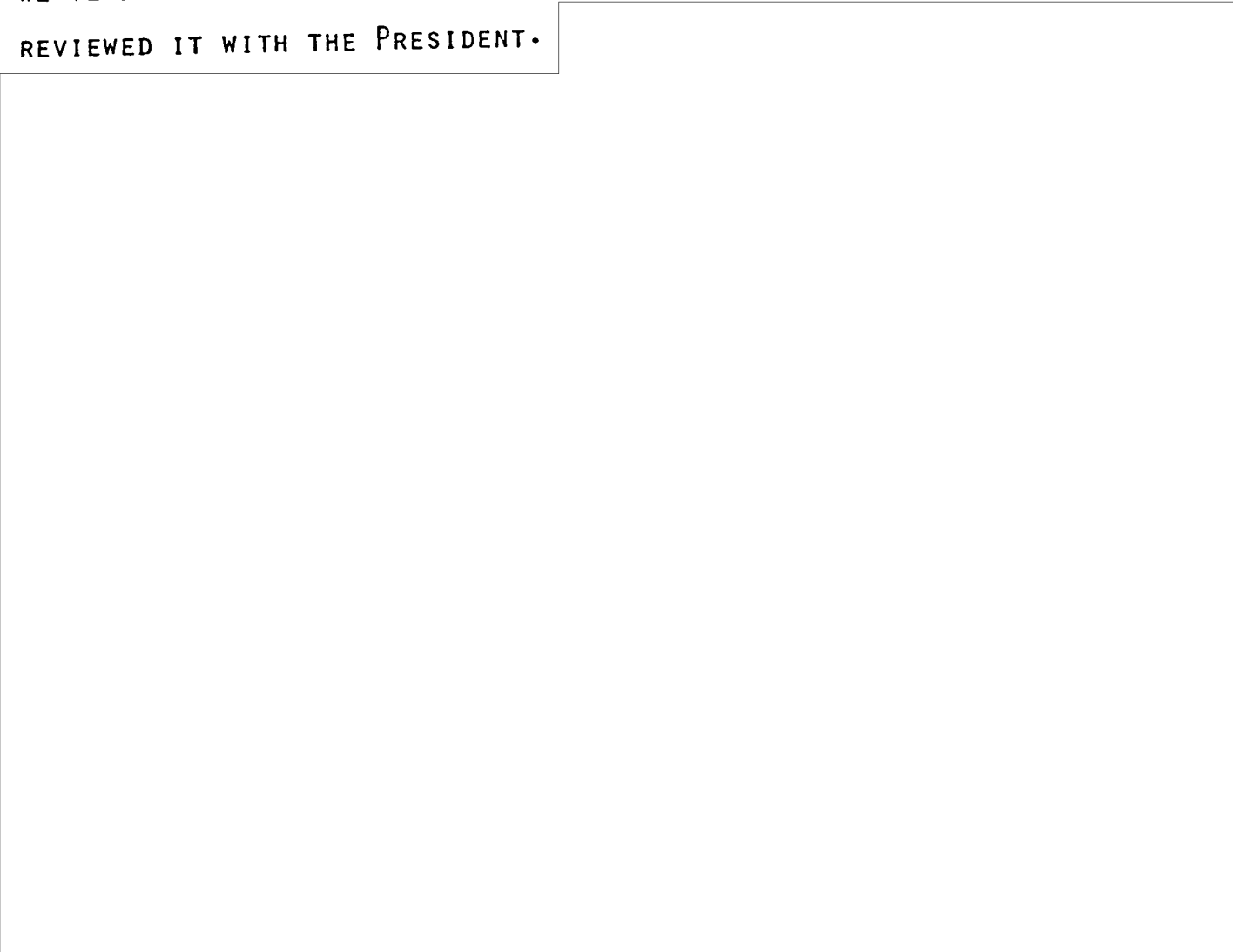
REMARKS OF WILLIAM J. CASEY
DIRECTOR OF CENTRAL INTELLIGENCE
TO
CIA EMPLOYEES

CIA AUDITORIUM
24 JANUARY 1984

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AS WE START OUR FOURTH YEAR OF WORKING TOGETHER, I WANT YOU TO KNOW THAT IT'S BEEN A RICH AND GRATIFYING EXPERIENCE FOR ME AND I WANT TO THANK ALL HERE FOR WHAT WE HAVE BEEN ABLE TO DO TOGETHER. AT THE SAME TIME I WANT TO TELL YOU ABOUT SOME DISCUSSIONS AND EVENTS DURING THE FIRST WEEKS OF THIS YEAR WHICH BROUGHT HOME TO ME HOW MUCH MORE THERE IS TO DO.

WEEK BEFORE LAST I PREPARED A RATHER DETAILED REPORT ON WHAT WE'VE BEEN ABLE TO ACCOMPLISH OVER THE LAST THREE YEARS AND REVIEWED IT WITH THE PRESIDENT.



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THE AMOUNT OF DATA BEING COLLECTED WILL THREATEN TO INUNDATE US. WE WILL BE ABLE TO STAY ON TOP OF IT AND MEET OUR RESPONSIBILITIES ONLY BY HIGHER QUALITY PERFORMANCE. WE ARE WELL INTO THE PROCESS OF RESTORING OURSELVES QUANTITATIVELY. OUR THRUST FOR THIS YEAR AND BEYOND MUST BE TO IMPROVE THE QUALITY OF OUR SKILLS, OF OUR PERFORMANCE AND OF THE SERVICE WE PROVIDE OUR CUSTOMERS.

WE START WITH WHAT IS PROBABLY THE MOST PROFESSIONAL AND DEDICATED WORK FORCE IN THE US GOVERNMENT. WE HAVE TRADITIONALLY MAINTAINED A POSITION ON THE LEADING EDGE OF TECHNICAL ACHIEVEMENTS IN THE COLLECTION AND HANDLING OF INFORMATION. THE QUALITY OF OUR ANALYSIS IN MANY AREAS SURPASSES THAT PRODUCED ANYWHERE ELSE IN THE FEDERAL GOVERNMENT--OR, FOR THAT MATTER, IN THE PRIVATE SECTOR. WE NEED TO CONTINUE TO ATTRACT AND RETAIN SOME OF THE BEST MINDS AVAILABLE IN ANALYTICAL, OPERATIONAL, TECHNICAL AND SUPPORT SPECIALTIES. WE NEED TO RECRUIT YOUNG PEOPLE WITH BRAINS, CREATIVITY, DEDICATION AND DRIVE. WHAT WE HAVE TO OFFER THEM IS THE OPPORTUNITY TO PARTICIPATE IN AN ORGANIZATION UNIQUE IN THE CHALLENGES IT FACES, IN THE RESPONSIBILITY IT CARRIES, IN THE SPIRIT AND THE CAN-DO QUALITIES IT MANIFESTS. EVERY ONE OF US SHOULD MAKE IT PART OF OUR RESPONSIBILITY TO BE ALERT TO PEOPLE

WHO CAN MEET OUR STANDARDS, TO CONVEY THE MESSAGE THAT THERE IS A SPECIAL PRIVILEGE AND A SPECIAL SATISFACTION IN OUR WORK AND DO EVERYTHING WE CAN TO PROVIDE THE EXAMPLE, THE LEADERSHIP, THE GUIDANCE AND THE OPPORTUNITY TO HELP NEW RECRUITS DEVELOP AS WE WOULD LIKE THEM TO.

CIA MUST HAVE DONE THIS WELL OVER THE YEARS. LET US NOW FOCUS MORE CONSCIOUSLY ON DOING IT BETTER AND MORE COMPREHENSIVELY. WE NEED TO BECAUSE WE ARE CARRYING OUR PRESENT LOAD ONLY BY ENLISTING RETIREES WITH PROVEN EXPERIENCE AND ABILITY. SOMETIME WE WILL HAVE TO FILL THAT GAP FROM BELOW AND THE RAPID ACCUMULATION OF NEW THREATS, PROBLEMS, AND CONCERNS FOR US TO HANDLE PROVIDES THE OPPORTUNITY AND THE PRESSURE TO BRING OUR NEW RECRUITS AND YOUNGER PEOPLE ALONG RAPIDLY TO BOTH HIGHER RESPONSIBILITY AND BETTER PERFORMANCE.

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WE MUST REMEMBER THAT WHEN THE SPIRIT AND ATTITUDES WE CHERISH HERE WERE DEVELOPED CIA WAS A MUCH SMALLER GROUP OF PEOPLE, MANY OF WHOM KNEW EACH OTHER AND HAD WORKED TOGETHER BEFORE. WE NOW HAVE MORE NEW PEOPLE THAN WE'VE HAD IN A VERY LONG TIME. WE NEED TO TAKE SPECIAL CARE THAT WE PRESERVE, TRANSMIT AND RENEW THE QUALITIES WHICH HAVE BEEN INSTILLED HERE OVER 35 YEARS.

GOOD AS WE ARE, THESE NEW CHALLENGES DEMAND THAT WE WORK TO IMPROVE OUR PERFORMANCE. HOW DO YOU GET SUPERIOR PERFORMANCE FROM A VERY LARGE ORGANIZATION? IT'S NOT COMMON AND IT'S NOT

EASY. IN SEARCH OF EXCELLENCE--LESSONS FROM AMERICA'S BEST RUN COMPANIES IS THE NAME OF A BOOK WHICH FOR MANY MONTHS NOW HAS REPLACED AT THE TOP OF THE BEST SELLER LIST VARIOUS GUIDES ON SEX, ON HOW TO GET RICHER AND ON HOW TO EAT WELL WITHOUT GETTING FAT. THIS BOOK EXAMINES THE IBMS, THE BOEINGS, THE HEWLETT-PACKARDS, THE MINNESOTA MININGS, THE McDONNELLS, THE BECHTELS AND SOME 30 OTHER OUTSTANDING CORPORATE PERFORMERS TO SEARCH OUT WHAT IT IS THAT ACCOUNTS FOR THEIR LEADERSHIP, THEIR SUPERIOR SERVICE AND THEIR GENERAL PERFORMANCE. HOW DO THEY DO IT YEAR AFTER YEAR? MUCH THE SAME QUALITIES RUN THROUGH THESE ENTERPRISES ENGAGED IN BROAD SPECTRUM OF DIVERSE ACTIVITIES. THERE IS A BIAS FOR ACTION, THE CLOSEST ATTENTION TO SERVING THE CUSTOMER, ENCOURAGING ENTREPRENEURSHIP IN THE ORGANIZATION, LOOKING TO THE RANK AND FILE AS THE ROOT SOURCE OF QUALITY IN PERFORMANCE, FOSTERING LEADERSHIP AND INNOVATION AT ALL LEVELS, PRACTICAL RISK-TAKING, LEAN STAFFS, LOTS OF SMALL TASK FORCES TO TACKLE SPECIFIC PROBLEMS IN A SHORT TIME FRAME, A HIGH PREMIUM ON FLEXIBILITY, ON RAPID AND EFFECTIVE LEARNING, ON ADAPTATION AND COMMITMENT. IN A VARIETY OF WAYS THEY ENCOURAGE INITIATIVE, SUPPORT SELF-STARTERS, CREATE TASK FORCES WITH SHORT TIME FUSES TO REACT QUICKLY, BREAK NEW GROUND, CROSS FERTILIZE EXPERIENCE AND KNOWLEDGE. THEY PUSH THEIR MANAGERS AND STAR PERFORMERS TO LEAD AND DEVELOP YOUNGER PEOPLE BY FORCE OF EXAMPLE, TO IDENTIFY THEIR COMERS AND TO FORCE THE PACE OF THEIR DEVELOPMENT. THESE AND OTHER APPROACHES TO DEVELOPING PEOPLE AND GENERATING SUPERIOR PERFORMANCE AND EXCELLENCE ARE LAID OUT WITH FASCINATING EXAMPLES IN THE BOOK

IN SEARCH OF EXCELLENCE. SOME OF OUR SENIOR MANAGERS HAVE ALREADY BOUGHT COPIES FOR THEIR ASSOCIATES. I AM HAVING OUR LIBRARY ACQUIRE ENOUGH COPIES SO THAT ANYONE WHO WANTS TO READ OR LOOK THROUGH A COPY WILL NOT HAVE TO WAIT VERY LONG.

WE HAVE IN CIA MANY OF THE FEATURES THAT CHARACTERIZE THESE HIGH-POWERED PRIVATE ORGANIZATIONS. WHEN WE AWARDED THE SIS BONUSES HERE LAST WEEK, WE RECOGNIZED INDIVIDUALS WHO CARRY THE PRINCIPAL RESPONSIBILITY IN OUR GOVERNMENT FOR ASSESSING THE SOVIET STRATEGIC THREAT, FOR COPING WITH THE SOVIET-CUBAN SUBVERSIVE THRUST IN THE CARIBBEAN AND CENTRAL AMERICA, FOR MODERNIZING A WORLDWIDE COMMUNICATIONS SYSTEM WHICH HAD BECOME OBSOLETE, FOR WATCHING SOVIET VIOLATIONS OF ARMS CONTROL AGREEMENTS AND OTHER SPLENDID ACHIEVEMENTS. WE ARE MOVING YOUNGER PEOPLE INTO GREATER RESPONSIBILITY WITH SIS-01s AND -02s BEING TAPPED AS OFFICE DIRECTORS AND GS-13s AND -14s RUNNING MAJOR LOGISTICAL AND TRAINING OPERATIONS IN COUNTRIES WHERE OPERATIONS OF WORLDWIDE IMPORTANCE ARE BEING CONDUCTED. WE HAVE HAD GS-10s AND -11s BRIEFING THE PRESIDENT AND WORKING ON TASK FORCES TACKLING HIGH NATIONAL CONCERNS ABOUT INSURGENCIES, ABOUT TERRORISM, ABOUT DECEPTION AND DAMAGE TO OUR INTELLIGENCE CAPABILITIES, ABOUT THE STABILITY OF MAJOR COUNTRIES IN WHICH WE HAVE BIG STAKES. WHERE ELSE CAN YOUNG PEOPLE GET THAT KIND OF A CHALLENGE?

THOSE WHO WILL BE OUR FUTURE MIDDLE AND SENIOR LEVEL MANAGERS WILL ALSO BE JUDGED ON THEIR RECORD IN IDENTIFYING AND DEVELOPING

TALENT AS WELL AS ON THEIR OWN PERFORMANCE. THE PROCESS OF MAKING ASSIGNMENTS--DECIDING HOW MUCH AND WHAT KIND OF EXPERTISE--MUST BE FOCUSED ON THE VARIOUS TASKS WHICH CONFRONT US, AND DECIDING TO WHOM TO ENTRUST THESE TASKS--IS OF CRITICAL IMPORTANCE. SOME ASSIGNMENTS STRETCH THE CAPABILITIES OF OUR PEOPLE--SOMETIMES SETTING THE STAGE FOR GREAT GROWTH. OTHER ASSIGNMENTS MERELY TAKE ADVANTAGE OF WHAT A PERSON ALREADY KNOWS HOW TO DO. AS YOU CARRY OUT THIS ESSENTIAL TASK, CONSIDER THE PERSONAL DEVELOPMENT ASPECTS OF EACH ASSIGNMENT AS CAREFULLY AS YOU DO THE NEED TO ACCOMPLISH SUCCESSFULLY WHATEVER TASK IS AT HAND.

YOU WILL FIND OTHER WAYS TO FOSTER AN ATMOSPHERE OF CHALLENGE AND OPPORTUNITY, TO TEST OUR YOUNGER PEOPLE, TO BRING THEM MORE RAPIDLY INTO HIGHER AND BROADER RESPONSIBILITY, AND TO INSTILL IN THEM A SENSE OF PURPOSE AND A CONFIDENCE IN THEIR CAPABILITIES.

IT ALL BOILS DOWN TO A QUEST FOR EXCELLENCE. THAT IS AND ALWAYS HAS BEEN ALIVE AND WELL IN THIS ORGANIZATION. HOW CAN WE INTENSIFY AND TRANSMIT THAT ASPIRATION TO EVERY CORNER OF THIS ORGANIZATION AND BRING OUT LATENT TALENT WHEREVER IT EXISTS. WEEK BEFORE LAST, AFTER A DAY VISITING IBM'S RESEARCH CENTER IN UPSTATE NEW YORK, I CAME AWAY WITH NEW INSIGHT INTO HOW QUALITIES OF THRUST AND DRIVE, FLEXIBILITY AND RESPONSE TO CHALLENGE AND THE QUEST FOR EXCELLENCE CAN BE MADE TO PERVADE AND ANIMATE A HUGE ORGANIZATION. A MAJOR KEY TO IBM'S SUCCESS IN MAINTAINING HIGH PERFORMANCE, FOCUS AND DRIVE IN A LARGE NUMBER OF COMPONENT ORGANIZATIONS SPREAD ALL OVER THE WORLD IS A STATEMENT OF

OBJECTIVES AND PRINCIPLES WHICH THEY TAKE VERY SERIOUSLY. WE HERE AND OTHERS IN GOVERNMENT HAVE A CODE OF CONDUCT WHICH PRIMARILY TELLS US WHAT NOT TO DO. THAT IS IMPORTANT AND MUST NOT BE NEGLECTED. BUT WE ALSO NEED TO HAVE EVER IN OUR MINDS A CALL TO ACTION, A STATEMENT OF POSITIVE PURPOSE, AN ARTICULATION OF STANDARDS OF EXCELLENCE TO WHICH WE CAN RALLY AND ASPIRE.

THE TONE AND ATTITUDE AT CIA IS RIGHT BUT I BELIEVE AN ARTICULATION OF OUR POSITIVE OBJECTIVES CAN INTENSIFY THE EXCELLENCE WE HAVE ACHIEVED HERE AND SPREAD IT MORE BROADLY. I'VE COLLECTED FROM BOEING, HEWLETT-PACKARD, IBM, BECHTEL AND OTHER STAR PERFORMERS STATEMENTS OF THEIR OBJECTIVES WHICH THEY RELY ON TO GIVE THEIR PEOPLE THE FREEDOM AND RESPONSIBILITY TO WORK TOWARD THOSE STATED GOALS IN WAYS THEY FIND BEST IN THEIR RESPECTIVE AREAS OF RESPONSIBILITY.

HOW DO WE GET SUCH A STATEMENT OF PURPOSE, AN ARTICULATION OF STANDARDS OF EXCELLENCE FOR THIS ORGANIZATION IN A WAY WHICH DEVELOPS FROM WITHIN AND REFLECTS THE VIEWS, ASPIRATIONS AND THE EXPERIENCE OF ALL OUR PEOPLE AND, ABOVE ALL, WHICH HAS THEIR COMMITMENT. IN THE THREE YEARS I'VE BEEN HERE, I'VE VISITED [REDACTED] OF OUR STATIONS AND BASES AND HAVE VISITED MOST ELEMENTS OF THE ORGANIZATION [REDACTED] I DO AS MUCH OF THIS AS I CAN FIND TIME FOR BECAUSE I ALWAYS LEARN AND FEEL BETTER ABOUT THIS OUTFIT FROM TALKING WITH YOU ONE ON ONE OR IN SMALL GROUPS. RECENTLY, I REALIZED THAT I HAD NOT BEEN IN CONTACT WITH ENOUGH OF THE 25 SUBSTANTIVE COMMITTEES WE HAVE IN

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THE COMMUNITY AND THE 20 OR SO WE HAVE IN THE CIA. SO I WROTE TO THE CHAIRMAN OF EACH COMMITTEE ASKING FOR A THREE-PARAGRAPH NOTE TELLING ME (1) WHAT THE COMMITTEE WAS UP TO, (2) HOW WELL IT WAS DOING AND (3) HOW IT MIGHT DO BETTER. I RECEIVED GOOD RESPONSES QUICKLY AND THEY LED TO GOOD, PURPOSEFUL MEETINGS AND VALUABLE NEW PROJECTS FOR THE MORE ACTIVE COMMITTEES AND THE EXTINCTION OF SOME WHICH HAD SERVED THEIR PURPOSE.

WHAT I WANT TO DO NOW IS TO INSTITUTE A PROCESS TO GET WITHIN A SHORT TIME FRAME, FROM EVERY CORNER OF THE ORGANIZATION, A BROAD EXAMINATION OF WHAT WE ARE ABOUT, WHAT IT IS WE WANT TO FOSTER AND ENCOURAGE, AND THE KIND OF THINGS WE CAN DO TO ACCOMPLISH THAT. FROM THIS WE WILL DEVELOP A STATEMENT OF PURPOSE APPLICABLE TO THIS ORGANIZATION, TO OUR MISSION, TO THE KIND OF CUSTOMERS WE SERVE, AND TO THE KIND OF WORK ENVIRONMENT AND TASKS WHICH OUR MISSION REQUIRES. OUT OF THIS EXERCISE I BELIEVE WE CAN LEARN AND TEACH EACH OTHER A LOT. I WOULD LOOK FOR THE KIND OF POSITIVE STATEMENT OF PURPOSE AND STANDARDS OF EXCELLENCE WHICH WILL SUPPLEMENT THE CODE OF CONDUCT WHICH NOW TELLS US HOW WE MUST BEHAVE AND WHAT WE MUST NOT DO. OUT OF IT I BELIEVE WILL COME A HIGHER SENSITIVITY TO HOW WE CAN ENCOURAGE CREATIVITY, INDEPENDENCE OF ACTION, ENTREPRENEURSHIP. GET SMALL TASK FORCES ROLLING UP THEIR SLEEVES, TAKING ON A PROBLEM AND GETTING SOMETHING DONE WITHIN A RELATIVELY SHORT TIME FUSE. THAT'S THE WAY TO MAKE THINGS MOVE, TO GET SUPERIOR PERFORMANCE IN ANY ORGANIZATION-- SET TASKS, SET DEADLINES, MAKE DECISIONS. ACT. STAY FLEXIBLE.

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CHANGE COURSE IF EXPERIENCE INDICATES. GET IT DONE AND MOVE ON.
THAT'S THE TEMPO WE WANT AND NEED HERE.

HOW DO WE GET THIS DONE? SOME 15 YEARS AGO THE STATE
DEPARTMENT, AFTER A SERIES OF OUTSIDE PANELS AND COMMISSIONS
CREATED BY PRESIDENTS, BY CONGRESS, SOME OF THEM SELF-APPOINTED,
HAD PRODUCED PONDEROUS AND UNREAD REPORTS, DECIDED TO EXAMINE
ITSELF TO SEE HOW IT COULD DO BETTER. TWO HUNDRED AND FIFTY 25X1
FOREIGN SERVICE OFFICERS DEPLOYED THEMSELVES INTO 13 SEPARATE
TASK FORCES AND LABORED FOR 11 MONTHS TO PRODUCE THIS 600-PAGE
VOLUME UNDER THE LABEL DIPLOMACY FOR THE SEVENTIES. IT IS
COMMENDABLE THAT THE FOREIGN SERVICE APPLIED ITS OWN KNOWLEDGE AND
EXPERIENCE TO DEFINE A NEW DIPLOMACY AND THIS WAS A GOOD EXERCISE
FOR THE STATE DEPARTMENT. OUR STYLE IS DIFFERENT. I'M LOOKING
FOR TWO PAGES IN THREE WEEKS PLUS ANY VALUABLE IDEAS AND SUGGESTIONS
WHICH A QUICK AND SEARCHING SELF-EXAMINATION, INVOLVING NOT
PEOPLE BUT ALL OF US, CAN GENERATE. OUR STYLE IS TO LOOK FOR
PROBLEMS AND NEEDS, TO SEARCH FOR AND MARSHAL THE EXPERIENCE AND
TALENT TO RESPOND, GET IT DONE AND MOVE ON TO THE NEXT THING AS
QUICKLY AS POSSIBLE. WE WANT TO EXTEND THAT SPIRIT, THAT STYLE,
THAT TEMPO TO OUR NEW RECRUITS AND MORE WIDELY AMONG THOSE ALREADY
HERE. WE'LL DO OUR SELF-EXAMINATION WITH A TASK FORCE. BUT IT
WILL BE A BIG AND LOOSELY STRUCTURED TASK FORCE. IT WILL ENCOURAGE
AND PROVIDE OPPORTUNITY FOR INDEPENDENT INITIATIVE AND THOUGHT
FROM ALL LEVELS. IT WILL BE SHARPLY FOCUSED AND HAVE A SHORT
TIME FUSE. EVERY MANAGER WILL RECEIVE A PACKAGE CONSISTING OF

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THREE PARTS: A ROUGH FIRST DRAFT OF A STATEMENT OF OBJECTIVES AND PRINCIPLES FOR CIA, A SAMPLE OF COMPARABLE STATEMENTS FROM A FEW OTHER ORGANIZATIONS OF OUTSTANDING QUALITY, AND A QUICK SUMMARIZATION OF FEATURES AND METHODS THE AUTHORS OF THIS BOOK FOUND IN THE MOST EFFECTIVE PRIVATE ORGANIZATIONS OUR COUNTRY HAS DEVELOPED. EACH MANAGER WILL BE EXPECTED TO USE HIS JUDGMENT ON HOW BEST TO GET THE PEOPLE HE WORKS WITH INVOLVED IN CRITIQUING AND IMPROVING THE DRAFT STATEMENT OF OBJECTIVES AND GETTING THEIR BROAD UNDERSTANDING, ACCEPTANCE AND COMMITMENT TO THOSE OBJECTIVES. I WOULD RECOMMEND WORKING IN SMALL GROUPS AND IN SHORT MEETINGS, BUT URGE THAT YOU FOLLOW YOUR OWN INSTINCTS AND DEVELOP YOUR OWN METHODS TO INVOLVE THE PEOPLE WHO WORK WITH YOU.

I WILL BE AWAY FOR ABOUT HALF OF NEXT MONTH AND I WILL EXPECT EACH MANAGER TO HAVE BY 22 FEBRUARY AN IMPROVED STATEMENT OF GOALS FOR CIA AND A SUCCINCT MEMO SUMMARIZING THE IMPORTANT THOUGHTS AND RECOMMENDATIONS WHICH DEVELOPED IN THIS PROCESS AMONG THE PEOPLE WHO REPORT TO HIM. I WILL READ AND DISCUSS THESE RESPONSES CAREFULLY AND WE WILL PROMULGATE A STATEMENT OF OUR ORGANIZATIONAL OBJECTIVES BEFORE FEBRUARY IS GONE.

THANK YOU!

24 Jan 84

A critical ingredient in the success of an institution is its ability to articulate the principles that provide the framework in which it operates. As the Central Intelligence Agency grows and becomes increasingly complex and specialized, a greater effort is required to establish its corporate identity and create broad understanding of its purposes, principles and standards. There follows an initial draft of such a statement designed to be critiqued and improved and generate thought and discussion in every corner of the organization on what we're about and how the qualities which make CIA a standout in excellence of performance can best be strengthened and extended at all levels and in all areas.

STATEMENT OF GOALS, PRINCIPLES AND STANDARDS FOR CIA

Purpose. To provide accurate, comprehensive intelligence support to a broad range of consumers in a timely manner and in a form to be of greatest utility. No matter what job we have or the nature of our immediate tasks, our independent and collective efforts are all directed towards this purpose.

Organization. The CIA is made up of operating elements that are critically dependent on one another to support their individual and joint activities. Each element's departmental and national responsibilities are respected and, in turn, will undertake to contribute to and make use of the role and performance of other relevant elements.

Ethics. Our activities are conducted under the Constitution and laws of the United States. The nature of our work is such that every member of the Agency must be aware of and sensitive to the letter and spirit of this legal context, and manifest the highest degree of integrity in performance and conduct.

People. CIA's people are the root source of its capabilities. The strength of the organization is dependent on the quality of its people, and its future is related to the opportunities it affords for their professional and personal growth. Skills are recognized and fostered through training, travel and assignments; management personnel are selected for their ability to inspire enthusiasm and promote excellence based on their own performance.

Management. CIA's operating style is to foster initiatives and creativity by allowing the individual great freedom of action in attaining well-defined objectives, while requiring efficiency, accountability, and results at all levels.

Measure of Results. Business organizations measure results in profits, return on investment and capital growth required to deliver the expanded and improved service which further increases profit and capital value. This is achieved by meeting the needs of customers more satisfactorily than alternative sources. As a public service, this organization does not have profitability

and capital value to measure its results. Still, its results are in the satisfaction of its customers in the value, relevance, and timeliness of the intelligence and operational inputs they receive. Those results come from the qualities of its people and their creativity, dedication, and success in utilizing technology and resources to collect, analyze, and apply information and judgment to foster the security and prosperity of the United States. The resources needed to achieve those results come from the way the President and the Congress and the public assess and value these results.

Standards. We seek to exemplify in everything we do:

- performance of the highest quality;
- ethics and integrity of the highest order;
- development of outstanding skills, confidence, and personal resources in our people;
- utilization of the most effective technologies;
- capability and flexibility to meet tough and sudden challenges;
- leadership and recognition as the best intelligence service in the world.

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